

TIG

Brief

THE INSPECTOR GENERAL OF THE AIR FORCE

MARCH-APRIL 1999

*Focus
on the
Inspector*



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Signature Article

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Focusing on the MAJCOM inspector, the U.S. Air Force Inspector's Course, operated by the Air Force Inspection Agency prepares new inspectors for their assignment.

U.S. Air Force photo by Technical Sgt. Lou Hernandez.

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*Special thanks to
Ms. Danita Burns for your
exceptionally talented work and dedication.*

*Congratulations on your new position.
Ms. Burns was the assistant editor of
TIG Brief for the past 4 1/2 years.*

The Inspector General Brief
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In the last issue of *TIG Brief*, I said we owed the field a report on the changes that have occurred in the Air Force inspection system over the past two years since the Air Force Chief of Staff-directed Blue Ribbon Commission published its findings and recommendations. Most were aimed at reducing the inspection footprint and its impact on operations tempo. The following are some highlights:

★ **Quality Air Force Assessments, Unit Self-Assessments and Validations** are gone, although the principles of quality remain. The Air Force is in the process of "operationalizing" quality through its strategic plan and the development of Mission Essential Task Lists. Performance measures and metrics that will measure a unit's ability to perform mission-essential tasks will accompany METLs. This area is important to the inspection community since it is intended that METLs will form the basis for future readiness assessments. Stand by for more information on this topic in the upcoming months.

★ **Several commands** have increased the interval between scheduled inspections up to one year. They have also reduced the notice provided as a means of reducing lengthy unit-induced preparation periods.

★ **Operational readiness** inspections are being conducted as they were in the past, except that some major commands now give inspection credit for real-world exercises and contingency deployments.

★ **Compliance** Inspection is an area which varies considerably by command, ranging from limited looks at those items required by law, executive order, Department of Defense directive and safety to full-blown assessments resembling the old unit effectiveness inspections.

★ **Many commands** have combined readiness, compliance and other inspections into one visit to reduce inspection footprint. Others are conducting multi-MAJCOM inspections, where feasible, at bases where more than one command is represented. This reduces the need for continual preparation for whichever inspection team is scheduled next.

★ **In some commands**, inspection credit is now given for a unit's sustained, nonsurge performance based on analysis of routine metrics extending over several months before an inspection. This reduces the direct observation required by inspector general teams.

★ **More commands** are now evaluating representative samples of unit activities using statistically valid sampling techniques to assess unit capabilities.

★ **All commands** have



implemented a gatekeeper/inspection cap system to meter and deconflict outside oversight evaluations of unit operations. The Air Force IG gatekeeper works with agencies outside of MAJCOM control such as the General Accounting Office, Department of Defense IG and Air Force Audit Agency to limit their impact on units.

The above initiatives resulted in a collective reduction in overall inspection footprint ranging from 10 to more than 50 percent compared to fiscal year 1997. These impressive numbers will be refined and, in many cases, reduced further as commands implement various techniques and continue to focus on conducting the inspection business smarter for their respective commanders. These efforts to reduce the inspection footprint and the impact on operations tempo are encouraging. Keep up the great work! ♦

NICHOLAS B. KEHOE
Lieutenant General, USAF
The Inspector General

Me... an Investigating Officer?

By Lt. Col. Chip Deyerle



An officer, noncommissioned officer or civilian employee selected to investigate an inspector general complaint must be, and must be perceived as, an independent fact-finder. Several people rely on the investigating officer. The complainant, the subject(s) and the commander all have a substantial interest in the IO discovering all facts surrounding a complaint. Therefore, the IO must be courteous, professional and critical in his or her approach to all parties. The ideal IO must also be fair, objective and impartial and display strict adherence to Air Force core values. Appointing authorities should consider their best officers, noncommis-

sioned officers and civilian employees for this critically important and demanding job. Future commanders would gain invaluable experience as IOs.

An officer, who has been an IO, once told me, "I remember the first case I ever investigated. I was given the Air Force Instruction 90-301, *Inspector General Complaints*, and the *Investigating Officer's Guide* (published by the Secretary of the Air Force Inspector General) and turned loose to investigate the complaint."

Limited training opportunities have existed for Air Force IOs. Usually an Air Force member who had some expertise or other qualifications in the areas to be investigated or perhaps someone who had done an investigation in the past was

selected. It is inappropriate to only rely on finding someone with "I've done it before" experience to investigate an IG complaint.

In order to overcome these problems, SAF/IG instituted several training efforts.

The Basic Installation IG Training Course (see page 6 for more details) is now required for every installation IG. This course has been running classes periodically for almost a year and includes instruction and advice for IOs. In July 1998, SAF/IG Inquiries Directorate fielded another training course for investigating officers.

The course is 2 1/2 days long and covers the essentials needed for an Air Force member to conduct an administrative investigation. It was initially developed by the Air National Guard in early 1997

and has been adapted to include active duty and reserve personnel. As the course is taught at bases throughout the continental United States and the world, all IGs should advise their

...authorities should consider their best officers, noncommissioned officers and civilian employees...

commanders of the opportunity to train and prepare potential IOs.

An IO faces a demanding job. The investigation is the IO's only duty and the member may not take leave (except in emergencies). Nothing must interfere with the timely completion of the investigation. Thoroughly investigating complaints can require studying and learning about any aspect

of the Air Force. Investigating demands interviewing and "people" skills.

Not only is an investigation interesting, it is career broadening and an invaluable experience for future leaders.

IGs must convince their commanders that, in addition to exploiting new training opportunities, they would be well served to appoint the best available officers, noncommissioned officers and civilian employees as IOs. Too much rides on the outcome to do otherwise. ♦



B.L. Deyerle, Lt. Col., USAF
Acting Chief, SAF/IGQ
Training Branch

**SAF/IG training course
information and schedules
can be found at
<http://www.hq.ig.af.mil/>**

THE BASIC INSTALLATION IG TRAIN

By Lt. Col. Chip Deyerle
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In response to requests from installation inspectors general at bases around the Air Force and the U.S. Army Inspector General's decision to reduce school slots for other service IGs, the Secretary of the Air Force IG established training program for installation IGs and investigating officers.

Consistent with The Inspector General's objective to train newly assigned IGs within 90 days of assuming their post, the Basic Installation IG Training Course, BIIGTC, came on-line in July 1998 and has already fielded more than 130 fully trained installation IGs.

BIIGTC is designed to provide a mission-ready installation IG. The training is focused on the total force — active duty, Guard and Reserve. Individuals functioning as IGs in the areas of complaints and fraud, waste and abuse form the target student population. The objective of the course initia-

is to initiate a process resulting in a professionally trained IG corps and to sustain continuing education for the IG during their assignment.

With an annual requirement to train approximately 400 IG personnel, the need for an effective training program was paramount. At present, the course is hosted by the U.S. Air Force Special Investigations Academy, Andrews Air Force Base, M.D. The USAFSIA is the training arm of the Air Force Office of Special Investigations, a field operating agency of SAF/IG. The basic course is a rigorous 4 1/2 day program. Students experience

a curriculum that focuses on complaint resolution skills, investigative technique, case management, investigating officer training and installation IG-related management issues. The level of skill training

provided will help the students be more productive and accurate from their first day on the job.

The BIIGTC initiative complements the recent integration of Guard IG inquiry functions with the SAF/IG Inquiries Directorate. Under this change, guard complaints are referred to SAF/IGQ for review and investigation, in coordination with the State National Guard Inspector General.

Operating under the new maxim of "one Air Force-one Inspector General" the total force approach to complaint management and resolution has added to the need for an in-residence training program offering more Air Force-

ING COURSE

EDUCATING TODAY'S IGS

specific methodology.

The training will be made available through a variety of media during fiscal 1999. The first initiative is computer-based training, which will feature all the training materials presently in use for the Basic Installation Inspector General Course and the Investigating Officer Course. Additionally, videotapes concerning such topics as conducting interviews, case analysis, evaluating evidence, investigation planning and a number of related topics will be available through the Department of Defense Audio Visual Agency.

What's the payoff for SAF/IG? According to Colonel Loretta Behrens, Director SAF/IGQ, there is already an improvement in the quality of IG cases coming in for review and communication with the field is also improving.

Ultimately, the improvements implemented during this short period of time will improve the timeliness of responses and the quality of the investigations. ♦

Who's Who in the IG World?

Lt. Gen. Nicholas Kehoe
The Inspector General

Maj. Gen. Wilfred Hessert
The Deputy Inspector General

Brig. Gen. Bentley Rayburn
Air Combat Command IG

Brig. Gen. (Select) Tom Kane
Air Mobility Command IG

Col. Tom Baker
Air Intelligence Agency IG

Col. Jack Catton
United States Pacific Air Forces IG

Col. Maria Cribbs
Air Force Inspection Agency commander

Col. Bob Lytle
Air Reserve Command IG

Col. Charlie O'Connor
Air Force Materiel Command IG

Col. Jerry Palanuk
Air Education and Training Command IG

Col. Tim Roberts
Air Force Space Command IG

Col. Jim Robertson
United States Air Forces Europe IG

Col. Bob Zdenek
Air Force Special Operations Command IG

Mr. Cronin Byrd
National Guard Bureau IG

“Road Map” to Success

By Lt. Col. Chip Deyerle
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Have you ever wondered how your inspector general handles complaints of mismanagement or fraud, waste and abuse? While not exactly shrouded in great mystery, the Secretary of the Air Force Inspector General complaint life cycle is a somewhat unique

process. Developed by a tiger team led by Col. Don Smith, while assigned as Director of Inquiries at Headquarters Air Force Materiel Command, the 14-step life cycle is really a three-phase “road map” to aid inspectors general to properly investigate complaints. Not

only was the “road map” a huge success but it was key to AFMC’s complaint processing time, falling by 50 percent.

This “road map” became critical with the creation of installation IGs in 1995. It allowed IGs at all levels to track a complaint from initial contact to closure, thereby creating a common language and understanding of the complaint process.

The life cycle begins when an individual files a complaint and leads the IG through steps in the preinvestigative, investigative and post-investigative phases. It not only gives the IG that much needed “road map” but also gives complainants an idea of how long formal investigations should take. However, Col. Loretta Behrens, Director SAF/IG Inquiries Directorate, points out that each complaint is unique and the milestone dates are only guidelines for the IG community and investigating officers. Air Force Instruction 90-301, *Inspector General Complaints*, is currently under revision and will hit the streets April 1, 1999.

Further information on the Inspector General Complaints Program may be obtained from your installation IG or through the Air Force IG home page at <http://www.ig.hq.af.mil>. ♦

14-Step Complaint Life Cycle (120 days)

Preinvestigative (Phase 1)

Contact (1 day)

Complaint Analysis (3 days)

Tasking (5 days)

Pre-fact Finding (5 days)

Investigative (Phase 2)

Fact Finding (10 days)

Report Writing (20 days)

Post-investigative (Phase 3)

Quality Review (3 days)

Technical Review (3 days)

Legal Review (7 days)

Rework (0 days)

Closure (4 days)

Follow-up (0 days)

Higher Headquarters Review (30 days)

SAF/IGQ Review (30 days)

ask the IG

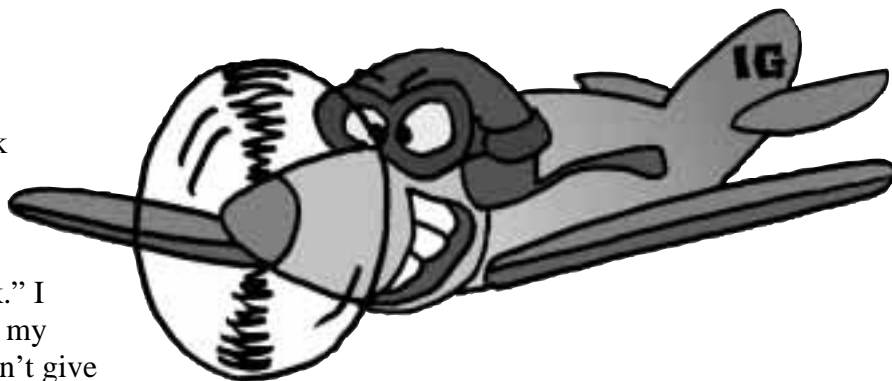


I'm confused! I am a Staff Sergeant with 8 years in the Air Force. I work

in a wing command section. Last year I helped the Air Force IG set up an in brief for my commander. I believe they called it an "Eagle Look." I specifically remember a chief telling my commander during the brief, "We don't give individual base ratings, we evaluate Air Force processes." I've always believed the IG either conducts operational readiness inspections or takes care of complaints. My wife works at the base hospital and yesterday she said her section failed an Air Force IG inspection. What's up? The chief said you don't do ratings but you failed my wife's section. Please explain!



Ahh, the old question "how did we do?" I suspect, given the situation above, I would be confused too. The Air Force IG does and does not give ratings. It's all based on the type of "inspection" being conducted. Sometimes we evaluate Air Force-wide processes on a noncompliance basis. Other times we conduct compliance inspections, resulting in a rating, such as the one your wife's section received. Let me draw a picture for you that may clear things up. The IG folks who you assisted and those who inspected the hospital were **both** from the Air Force Inspection Agency. AFIA's mission is to conduct "Eagle Looks." As the Chief said during the in brief, "Eagle Looks" are not given a rating. Eagle Looks are evaluations (independent assessment) of a single process throughout the entire Air Force. An Eagle Look gives you the opportunity to tell Air Force senior leaders exactly what you need to do your job and not get rated. You tell us what's right and wrong about guidance for your job, we develop corrective recommendations for senior leaders and they implement the correc-



tions. On the other side of the house AFIA conducts compliance inspections. A team of inspectors from AFIA's Medical Operations Directorate conducted what is called a Health Services Inspection in the hospital your wife works. They conduct compliance inspections which result in a rating. AFIA also conducts other types of compliance inspections which are nothing more than determining if personnel are complying with Air Force policy. So now you see, AFIA does and does not give rated inspections. Rule of thumb, if it's called an "inspection", then you will receive a rating. ♦

Submit your questions in writing to:

**Ask the IG
TIG Brief Magazine
9700-G Avenue SE, Suite 378J
Kirtland AFB NM 87124-5670**

or E-mail: tigbrief@kafb.safa.af.mil.

Training Today's IGs

U.S. AIR FORCE INSPECTOR'S

By Lt. Col. Ross Gobel
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U.S. Air Force photo
Lt. Col. Ross Gobel teaches new MAJCOM inspectors.

It's 2 o'clock Sunday morning. You receive a recall notice for an expeditionary force deployment. The wing deployment machinery swings into place. The question is — are you and your unit ready? Whether in an active duty, Guard or Reserve unit, the Air Force's inspection system is geared towards ensuring that's never a question.

As Air Force Instruction 90-201, *Inspector General Activities*, succinctly states, "This Air Force level oversight guarantees that Air Force level units,

regardless of major command, can meet unified commander's wartime or contingency requirements."

Because no Air Force inspector specialty code exists, a quick spin-up on the inspection process is essential for all new inspectors.

The U.S. Air Force Inspector's Course, operated by the Air Force Inspection Agency, is a 2 1/2 day traveling course. The course staff teaches first-time MAJCOM inspectors approximately 20 classes per year at units around the world. It is focused on "jump-starting" the new inspector and outlines

the history, perspectives and tools needed to conduct inspections.

The course begins with comparing and contrasting the legacies of Tactical Air Command, Strategic Air Command and quality inspection methods. It then swings into the nuts and bolts of inspection — how to analyze facts and use inspection criteria. The second day of the course, teaches the business of writing findings, grounding yourself in the central tenet of

inspection theory — condition, cause and impact. It also emphasizes setting priorities. Often, new inspectors can get caught up in assessing administrative minutiae, losing focus on assessing the core mission.

Inspection is no longer about a black-hat, compliance-based perspective. Neither is it about quality and Quality Air Force Assessments. Today's inspectors must balance focusing on effectiveness, efficiency, morale and readiness. But how do you balance compliance and results? What if criteria conflict? How do you tell a good program from an excellent program? These are the tough issues faced by inspectors. No

S COURSE

regulation will tell you how to answer these questions. New inspectors will find that detailed compliance can result in excessive, time-consuming procedures that cut away at the other goal of efficiency. The course will help MAJCOM inspectors understand these dilemmas and how to arrive at methods to address them. The U.S. Air Force Inspector's Course is continually evolving. Starting early summer 1999, the course will add blocks on assessment in action, Expeditionary Aerospace Forces and contingency evaluations, along with expanded focus on force employment and Nuclear Surety Inspections. The course is moving from a theory and behavioral approach to a hands-

on approach. It will reemphasize addressing common problems faced by inspectors and give usable "how-to" tools.

This course is not the last word in inspection. Many MAJCOMs continue the process by providing detailed training regarding their own perspectives and style.



*U.S. Air Force Photo
Lt. Col. Ross Gobel
and Senior
Master Sgt.
(select) Barry
Nantz
prepare
for a
class.*

For more information, contact the U.S. Air Force Inspector's Course point of contact, Lt. Col. Ross Gobel at DSN 246-0605 or visit the Air Force Inspection Agency's web site at <http://www-afia.saia.af.mil/> for a listing of current class dates and locations. ♦

1999 Class Schedule

Robins Air Force Base, Ga.

March 23-25

Scott Air Force Base, Ill.

April 21-23

Randolph Air Force Base, Texas

May 11-13

Ramstein Air Base, Germany

September 14-17

Hurlburt Field, Fla.

October 19-21

TIG Bits... Lessons from the

MONOPOLY™ vs. Computer Software Inventory

If the maintenance of your computer software inventory were made into a board game similar to MONOPOLY™, there would be one major difference. Your game would not have a “get out of jail FREE card.” You are required to maintain a current inventory by Air Force Instruction 33-114, *Software Management*. Failure to do so can lead to your people using unlicensed software on government equipment. This violates copyright laws and could lead to litigation against the Air Force and maybe even jail time for someone. For instructions on how to play the game and to get your “stay out of jail easily” card, contact your base or MAJCOM Equipment Control Office.

(Information provided by Maj. Mary C. Price, AFMC, DSN 787-5195)

Mobility Bag “Born on Date”

Many of you are aware of the importance of the “born on date” brewers of certain types of alcohol place on their beverage. This date allows the brewer to tell the customer either how fresh or aged the beverage is. What does this have to do with Air Force mobility bags? How does a beer’s age compare to a chemical warfare suit? If you compare a brewer’s “born on date” program to the Air Force’s “shelf-life” program you will see the comparison, or more importantly, the difference. Unlike a fine wine, a chemical warfare suit does not get better with age. If you had a suit or any other of the 13 shelf-life limited items in your mobility bag exceed shelf life, would you feel protected in a chemical environment? This is why it is so very important to have a good shelf-life program. Positive management of the mobility bag program is a must since most of us in the Air Force really don’t pay attention to this until we are tasked to deploy into a potential chemical environment. It’s the only way to give absolute assurance that the Air Force is ready to go to war and that you will survive in a chemical environment. For more details, call your unit, base or MAJCOM Mobility Control Center. (Information provided by Maj. Kevin Stancik, AMC, DSN 576-3591)

Computer Warfare, Real or Imagined?

We're a small section with information that no one else can use; how can computer intrusion or any other computer threat affect us? If you think this, then your section is a real target for computer security threats. It would be a good idea for you to complete an Air Force certification and accreditation process as spelled out in Air Force Systems Security Instruction 5102. At the very least you will be ensured of proper systems operation. Don't assume, don't take undue risks. Run a C&A process or call your base or MAJCOM Information Protection Office for details. (Information provided by, Senior Master Sgt. Debbie Taylor, AFSPC, DSN 834-4343 and Master Sgt. Dave Perl, AFSPC, DSN 834-7491)

Before You Convert

In today's Air Force we find the need for competitive sourcing more and more. During the A-76 conversions of many transportation functions, AETC discovered "lessons learned" which might apply to you seeking a competitive source candidate.

- ◆ Ensure the Performance Work Statement is results oriented.
- ◆ Identify Quality Assurance Evaluators early in the process and properly train them.
- ◆ Be sure transition plans are completely developed.
- ◆ Provide the contractor a comprehensive quality control plan.

(Information provided by Lt. Col. Herman Springer, AETC, DSN 487-4277)

Too Many Vehicles Down for Parts?

Does it take too long to get your parts through COPARS, Contractor Operated Parts Store? A Vehicle Maintenance Flight Chief in AETC said "yes" to this question. That is why he eliminated COPARS and his section now uses the IMPAC card to buy all their parts. Eliminating COPARS paved the way for installation of local vendor computer terminals. Now they have instantaneous part inventory listings including cost. They even negotiated a 30-minute delivery time with vendors. What will this do for you? This Flight Chief cut his vehicle down-for-parts time by three percent, resulting in a savings of more than \$126,000. That means he saved 15 minutes per mechanic on each work order. Try it; it might work for you too. Call your Contracting Squadron (base or MAJCOM) to find out more. (Information provided by Senior Master Sgt. Edwin Scott, AETC, DSN 473-2869)

Special Interest Notice to Airmen

Air Force Doctrine



Gen. Michael E. Ryan
U.S. Air Force Chief of Staff

From the Chief...

To be successful, all Air Force officers, airmen and civilian members must understand Air Force doctrine.

As the international environment has shifted away from a bipolar world to one of challenges across the conflict spectrum, we must all better understand how aerospace power fits into joint operations. Air Force doctrine is our foundation and as we move to our Aerospace Expeditionary Force concept, doctrine will guide us. Doctrine provides the Air Force with a common, integrated vision; it draws from agreed upon best practices supported by history, technology and our insights about the future. It guides commanders and offers all airmen a proven

set of principles for how we in the Air Force organize, train for and execute military operations.

Air Force doctrine must be operationally relevant and must be tested, implemented, used and refined. It is not some set of books to be placed on a shelf. We rely on the principles and tenets of doctrine to capitalize on the unique capabilities of aerospace power when providing air and space superiority, global attack, precision engagement, rapid global mobility, information superiority and agile combat support.

Our recent buildup in the Gulf epitomized our capability to respond rapidly to a crisis and reinforced our belief in the principles and tenets of aerospace doctrine.

The central clearinghouse for Air Force doctrine is the Air Force Doctrine Center, located at Maxwell Air Force Base, Ala. Air Force Doctrine Documents one and two are the capstone documents that every Air Force member should read.

Commanders have a critical role in helping their people understand how doctrine applies to their mission. Take time to guide and inform your people, and help them understand their personal role in the application of aerospace power.

We must be able to speak with one voice about the employment and application of aerospace power across the full spectrum of military operations. Our common voice is captured in AFDDs. Know them. ♦

visit the Air Force Doctrine Center
web site at
<http://www.usafdoctrine.maxwell.af.mil/>

PFE Study Guides Revised

The Air Force has revised the Promotion Fitness Examination and U.S. Air Force Supervisory Examination Study Guides. The study guides, Air Force Pamphlet 36-2441, Volumes 1 and 2, are currently being printed. Worldwide distribution is slated to begin April 1999. Both volumes have an effective date of July 1 and will be the required study references for promotion cycles 99 E-9 and 00 E-8. All E-7s and

E-8s eligible for testing will receive copies of both study guides. All E-4s through E-6s will receive a copy of Volume 1, which is the required study reference for promotion cycles 00 E-5 through E-7. Testing for promotion to E-6 and E-7 is slated for January through March 2000, while E-5 testing is scheduled for April through May 2000.

Contact your unit training monitor for details.

On-line Uniform Catalog Now Offered

New military clothing catalogs from the Army and Air Force Exchange Service are available on the Internet at <http://www.aafes.com/>. Though identical in price and product selection, the electronic catalogs do not replace the paper versions, which are available in clothing sales stores and by request to stateside customers by calling 1-888-768-3204. On-line purchases require payment by a major credit card or Deferred Payment Plan account. Catalog orders processed by phone or mail can be paid for by check.



AFPC DSN Prefix Change

The Air Force Personnel Center is changing telephone numbers beginning March 14. AFPC's commercial telephone prefix will change to 565 and the new DSN prefix will be 665. In addition, all extensions above 4700 and a handful below 4700 will be changed. The center's old numbers will be good through March 13. AFPC will have a search engine available on its Internet site for customers to search using the old numbers with the results of the search showing the new numbers. AFPC's Internet site is located at <http://www.afpc.af.mil/>.

Air Force Launches Corporate Newspaper

Launch Date: March 17, 1999

Air Force personnel will have an official on-line corporate newspaper to turn to every Wednesday at <http://www.af.mil/newspaper>. The corporate newspaper will focus on real news that affects Air Force people. It will be available on-line, delivered by E-mail to subscribers and will be available as a PDF file for downloading and printing in remote regions.

Miniature Badge Update

The wear of satin oxidized and highly polished miniature and regular size occupational, duty and aeronautical badges with matching accouterments has been extended to Oct. 1, 1999. On Oct. 1, 1998, miniature badges (satin oxidized and highly polished) and satin oxidized accouterments were phased out (exception: miniature highly polished aeronautical wings and missile badges).

Fraud in the Air Force

The Air Force Office of Special Investigations investigates all types of fraud perpetrated against the government. Through our fraud investigations program, we help ensure the integrity of the Air Force acquisition process. These investigations typically involve contractor misrepresentation during the process of procuring major Air Force weapon systems. Our focus is to maintain an effective fighting force by deterring dishonest contractors from providing substandard products and services and to recover government funds obtained through fraudulent means. We also make significant contributions to flight safety and help protect critical Air Force resources. Other types of fraud we investigate involve military and civilian members who have been caught cheating the Air Force. Mutual command and AFOSI support and teamwork are essential for successful prevention, detection and neutralization of fraud. Here are some examples:

Defective Pricing

Subject: Department of Defense Subcontractor

Synopsis: A Department of Defense subcontractor included unreasonable profits and fees in the rates submitted to the government in conjunction with a tactical aircraft systems contract. The investigation disclosed the subcontractor was not in compliance with cost accounting standards.

Result: The subcontractor agreed to pay the U.S. Government a settlement of \$2 million.



Maj. Steve Murray
AFOSI/PA DSN 857-0989

Voluntary Disclosure

Subject: Department of Defense Contractor

Synopsis: A Department of Defense contractor requested and was accepted into the Department of Defense Voluntary Disclosure Program based on a discovery they incorrectly charged direct labor cost on repair contracts and failed to fully test radio equipment as specified in the contract. Subsequent investigation substantiated the allegations raised under the Voluntary Disclosure Program.

Result: The contractor agreed to pay \$446,816.64 in restitution.

Voluntary Disclosure

Subject: Department of Defense Contractor

Synopsis: A Department of Defense contractor requested and was accepted into the Department of Defense Volun-

tary Disclosure Program based on a discovery they sold re-worked computer components as new parts on various military and civilian contracts. Subsequent investigation substantiated the allegations raised under the Voluntary Disclosure Program.

Result: The contractor agreed to pay \$3.5 million in restitution.

Qui Tam

Subject: United Kingdom-based Department of Defense Contractor

Synopsis: A Qui Tam suit filed against a United Kingdom-based Department of Defense contractor alleged the contractor had sold defective aircraft components used on F-111 and B-1B aircraft. The investigation disclosed the contractor had submitted false claims concerning the specifications of the noncomplying parts, verifying the allegation made by the relator.

Result: The contractor agreed to pay a settlement of \$12,350,000. ♦

*Editor's Note: A **Qui Tam** lawsuit is a suit brought against an individual or corporation by a private citizen on behalf of the U.S. Government. The **relator** is the private citizen who "relates" information that is the grounds for the lawsuit.*

Summary of Recent Audits



Mr. George Mellis
AFAA/DOO DSN 426-8041

The Air Force Audit Agency provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness and efficiency of installation-level operations and, therefore, may be useful to you. Air Force officials may request copies of these reports or a listing of recently published reports by contacting Mr. George Mellis at the number listed above; E-mailing to reports@af.pentagon.mil; writing to HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125; or accessing the AFAA home page at <http://www.afaa.hq.af.mil/>.

Aviation Fuels

AFAA auditors reviewed air-refueling operations at an Air Mobility Command installation. Personnel could lower aircraft fuel consumption by almost \$1.7 million during the 6-year defense plan by more

accurately forecasting and planning the optimum shut-down ramp fuel load required for each training sortie. Auditors informed management that each sortie had an average of 15,684 pounds of fuel over the 20,000 pounds required at landing. As a result of the audit, management implemented procedures to more accurately forecast and plan fuel requirements. Also, aviation fuel interfund bills were not reconciled to detect errors. Auditors worked with management during the audit to identify all fuel purchases and establish procedures to obtain source documents to perform interfund reconciliations. (*Report of Audit EB099012*)

Aircraft Painting Operations

AFAA auditors at an air logistics center noted that although direct labor efficiency standards for aircraft removal/disassembly and aircraft paint personnel had been established at 96 and 76 percent, respectively, actual percentages were 68.5 and 64.6 for the most recent 3-month period. In addition, during this period, the personnel in these two sections worked overtime totaling 3,095 and 2,124 hours, respectively. While attempting to determine the causes for these variances, auditors observed that personnel were not always restricting their breaks and lunch periods to prescribed time limits. Extended break periods and

inefficient completion of assigned tasks resulted in additional cost to the depot and customers. For example, from Oct. 1, 1997 to April 30, 1998, actual costs for completed aircraft paint operations exceeded standard costs by \$479,000. When these conditions were brought to management's attention, they readily agreed to require supervisors to monitor their personnel more closely during these periods. These actions should reduce future aircraft painting rates for depot customers. (*Report of Audit DI099008*)

Life Support Equipment

Thanks to the close working relationship between Air Force auditors and management, immediate corrective action was taken to improve management of life support equipment. First, management added highly pilferable items to the inventory. Second, overdue chemical bag inspections were accomplished and weekly reviews were implemented. Third, support personnel updated life preserver inspection data in the computer and implemented weekly inspections to prevent overdue inspections and ensure aircrew safety. Finally, management agreed to establish the required due-outs for chemical bag equipment and supply shortages to ensure adequate equipment levels are available for future mission needs. (*Report of Audit WM099009*)♦

Special Interest Items

The Air Force Inspection Agency publishes this schedule of special interest items to advise inspectors at all levels of current inspection efforts and to encourage crossfeed of inspection guides and information. The schedule contains ongoing Air Force and major command special interest items. Direct questions concerning specific items to the points of contact listed below. Air Force and MAJCOM SIIs can be found on each of the MAJCOM web sites by accessing IGLINK at <http://www-afia.saia.af.mil/>.

USAF

Lt. Col. Georgia Marchbanks
DSN 246-1980
marchbgm@kafb.saia.af.mil

98-003

Dormitory Unit Integrity
Expires: Sep. 15, 1999

99-001

Year 2000 Accountability
Expires: Sep. 30, 1999

99-002

Draining Condensation from
C-130 Aircraft Fuel Tanks
Expires Oct. 31, 1999

Maj. James Kirk
DSN 227-7050
james.kirk@pentagon.af.mil

99-003

Aircraft Maintenance Training
Expires: Feb. 28, 2000

Maj. Arnold Lee
DSN 227-7050
arnold.lee@pentagon.af.mil

99-004

Information Assurance
Program
Expires: Feb. 28, 2000

ACC

Kathy A. Brehm
DSN 574-8710
kathy.brehm@langley.af.mil

95-2

American Express Program
Expires: Indefinite

97-1

IMPAC Card
Expires: Indefinite

97-2

Security Deviation Program
Expires: Indefinite

97-5

Cycle Ergometry
Expires: Indefinite

98-1

SORTS Reporting
Expires: Indefinite

99-1

Corrections Program
Expires: Dec. 31, 1999

AETC

Maj. John Markovetz
DSN 487-2529

96-2

Recruiter Transition Program
Expires: Jun. 30, 1999

98-1

Static Display Aircraft and
Other Historical Memorabilia
Expires: April 30, 2000

98-2

Mortuary Affairs Program
Expires: Sep. 30, 2000

AFMC

Maj. Blakeslee
DSN 787-3405
blakeslk@wpgate.wpafb.af.mi

98-1

Freedom of Information Act
Requests (Social Actions
Compliance)
Expires: May 31, 1999

99-2

Evaluating Continued Security
Eligibility
Expires: Aug. 31, 1999

AFSOC

Capt. Regi Davis
DSN 579-2852
DavisR@Hurlburt.af.mil

99-1

Core Automated Maintenance
System
Expires: Dec. 20, 2000

99-3

Maintenance Documentation
Expires: May 1, 1999

AFSPC

Senior Master Sgt. Ray Gross
DSN 834-6737
rgross@spacecom.af.mil

AMC

Master Sgt. Stanley Williams
DSN 576-5975
Stanley.Williams@scott.af.mil

99-001

Mortuary Affairs
Expires: Jan. 1, 2000

PACAF

Chief Master Sgt.
Larry Errecart
DSN 449-3908
Larry.Errecart@hickam.af.mil

97-001

Waivers to Airfield and
Airspace Criteria
Expires: Dec. 31, 1999

98-002

Aircraft Maintenance Supply
Management
Expires: Jan. 31, 2000

98-003

Spatial Disorientation and
Night Vision Goggles
Expires: July 31, 1999

98-004

Aircraft Maintenance
Documentation
Expires: Nov. 30, 1999

99-001

Electronic Records
Management
Expires: Dec. 31, 2000

USAFE

Master Sgt. Keith Pryde
DSN 314-480-7309
keith.pryde@ramstein.af.mil

AFRC

Master Sgt. Bernise Belcer
DSN 497-1497

98-001

Family Care Program
Expires: Aug. 31, 1999

ANG

Lt. Col. Joe Recco
DSN 327-2489

Correction

Lt. Col. Georgia Marchbanks,
Air Force level SII point of
contact, E-mail address was
incorrectly listed in the January-
February *TIG Brief*. The correct
address is listed under the
USAF SIIs.

Also, the web site for SII
information was listed incor-
rectly. The correct address is
<http://www-afia.saia.af.mil/>.



Lt. Col. Needs-to-know, local transportation squadron commander, is concerned by reports of missing tools. She needs a complete, accurate and unbiased report about the losses and tells Capt. I'll-find-out to look into it. The colonel has just appointed the captain as an investigating officer and tasked him to do a Commander Directed Investigation.

Throughout my career, I've heard some horror stories about CDIs. For example, the commander may appoint the first available officer as the IO. The IO approaches the wing inspector general for help but is told that an IG investigation is different and is directed to ask the base legal office for assistance. Unfortunately, the IO only receives an Article 31, Uniform Code of Military Justice rights advisement card, and he is instructed to call back with any questions.

The Air Force has suffered criticism in the past about untrained IOs working without guidance, but times have

changed. The horror stories can and should be avoided.

What is a CDI? It is the tool with which a commander can get the facts she/he needs to make the right decision. A commander has the inherent authority, incident to command, to investigate matters or incidents under his/her command, unless preempted by higher authority. For example, under Air Force Instruction 90-301, *Inspector General Complaints*, Feb. 1, 1997, paragraph 1.2.1.1, only the Secretary of the Air Force Inspector General Senior Official Inquiries Directorate can investigate allegations of misconduct against senior officials.

Other investigations may be conducted pursuant to Air Force directives, including aircraft accident investigations, reports of survey and line-of-duty determinations. However, commanders sometimes need to investigate matters not specifically addressed by Air Force regulations. In these cases, they have the authority to appoint an

IO to conduct the investigation. Commanders should ensure that the investigation is conducted at a level of command capable of conducting an unbiased investigation. In other words, Capt. I'll-find-out can't investigate Lt. Col. Needs-to-know.

The IO's obligation is to discover the truth of the matter so the commander may make a fair and informed decision. Unfortunately, Capt. I'll-find-out does not have a clue how to go about conducting an investigation, but help is available. SAF/IG Inquiries Directorate has published the *Air Force Commander Directed Investigation Guide*, dated Jan. 5, 1998.

It is available on the SAF/IG web page, "Inquiries" section, at <http://www.ig.hq.af.mil/>. If the transportation commander had used the guide, she would have appointed the IO in writing, stated the IO's authority to conduct the investigation and described the issues to be investigated and the type of end

product required.

Wing IGs are trained in the fundamentals of investigating and can also be a resource for IOs. However, their advice will be limited to procedure and general investigating tips, such as planning an investigation and/or maintaining a proper file. The IG should not direct the investigation, help the IO weigh evidence, make recommendations on the course of the investigation or otherwise influence the investigation. This is a **Commander Directed Investigation**.

IG investigations, then, remain separate from CDIs. The IO may **not** cite Air Force Instruction 90-301 as authority for a CDI (see paragraph 2.3). However, the instruction continues to serve as a guide. The fundamentals of good investigating apply to both investigations.

Capt. I'll-find-out must conquer the fundamentals of good investigating in order to provide the commander a useful, reliable, unbiased and focused report. The guide tells the IO that he or she must at least become familiar with the five-step CDI investigation process (see figure 1). The five-step process helps any investigator focus on recognizing, framing and answering the right questions. It is very important for investigators to understand and apply this process.

The IO must distinguish investigations that simply diagnose the health of a system (inventory control in this case) and those that assess individual responsibility (accountability

for the tool losses). Whether Capt. I'll-find-out starts the investigation knowing that he is assessing individual responsibility or discovers it during the course of the investigation, he should contact the servicing legal office before continuing. Investigations that assess individual responsibility may become criminal investigations.

Like any investigator, Capt. I'll-find-out must determine the applicable standard (Air Force or Department of Defense instruction, directive, policy, statute or Uniform Code of Military Justice article) for the issue he is investigating and properly frame the commander's concerns (i.e., draft allegations). The guide covers these areas. It also gives tips about searching for documents or other evidence, properly handling evidence and good interviewing techniques. It also, gives the IO a heads-up about the differences between subjects and suspects, rights advisement and when to turn to the staff judge advocate for help. Unique aspects of interviewing civilian employees, confidentiality, immunity and the Chief of Staff of the Air Force policy memorandum regarding proper handling of witnesses and

subjects, which applies to all investigations, is also included.

Relevant testimony should be sworn and memorialized. A generic format is provided that will help the IO write a comprehensive report that not only answers the questions but also says why the preponderance of evidence supports his conclusions. All of this and more are covered in the guide.

The quality of a commander's response to incidents and concerns that arise in an Air Force unit depends, in part, on an unbiased, accurate and complete report — the kind of report that should be provided by the CDI IO.

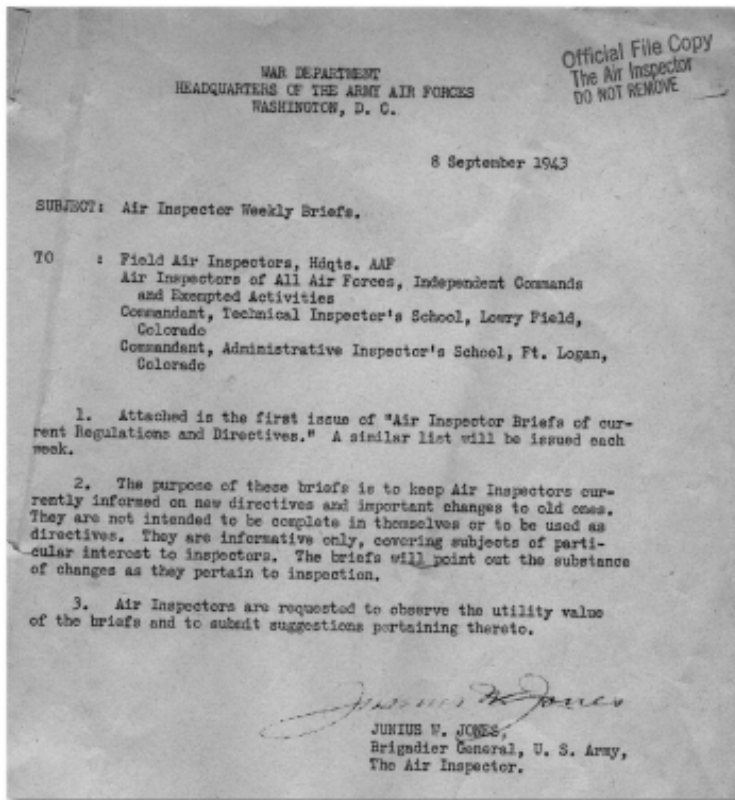
The new CDI guide has the information the IO needs. Considering the guidance and the trained investigators at the wing who are available to advise the IO, there is no reason for poorly conducted investigations. ♦

Five-step CDI Investigation Checklist

- What are the commander's concerns?
- What standards apply?
- What are the facts?
- Were the standards violated?
- Who violated them and did their actions fit within a recognized exception to the standards?

Figure 1

history brief



Which Air Force publication, still in print today, is older than the Air Force?

You got it! The *TIG Brief* was first published as *Air Inspector Briefs of Current Regulations and Directives* under the War Department, Headquarters of the Army Air Forces, Sep. 8, 1943. That's four years prior to the Air Force becoming a separate service.

On a Historical Note...

March 18, 1945

1,250 bombers escorted by 670 fighters give Berlin the heaviest attack of the war.

March 20, 1959

The site in Cheyenne Mountain, Colo., is approved as the location for North American Air Defense Command.



U.S. Air Force photo by Staff Sgt. Phil Schmitten
B-52 Stratofortress

IG Fact

The Inspector General concept dates back to King Charles I in his 1629 *Articles of War*.

Get Published!

“How to” Tips for Authors

Do you have a story to tell the inspector general community? Have you discovered a method or process that makes your job easier and more effective? Do you want to share “crosstalk” information with the rest of the Air Force? Then the *TIG Brief* is your forum. The *TIG Brief* is evolving to become your number one source for inspection and contemporary information. *TIG Brief* solicits your original work. Consider this a personal invitation to submit your account of improving the world's best Air Force! We strive to include “all the inspection news that's fit to print” in every issue, but we need your help!

Manuscripts submitted should appeal to the primary readership — Air Force commanders, supervisors, inspectors general and airmen at all

levels. The following guidelines will help you when writing for *TIG Brief*:

- ★ Submit articles that are around 400 but no more than 600 words. This is usually one-half to five typewritten pages.

Keep your article simple so that someone outside of your field would be able to comprehend the message you are conveying. Hint: Let a worker, unfamiliar with the topic about which you have written, review your article. If they don't understand it, neither will the magazine's audience.

- ★ Check and double check your facts for accuracy!

- ★ Use a conversational tone and attention-getting style. Use active voice rather than passive.

- ★ Explain jargon. Assume your readers don't know anything about your topic.

- ★ Spell out all acronyms on the first reference. *TIG Brief* follows the Associated Press Style Guide rules.

- ★ IMPORTANT! Be sure your

manuscript is approved through your chain of command prior to sending it to *TIG Brief*!

- ★ Stick to the facts; avoid opinion.

- ★ Apply your topic to the broader Air Force audience. Avoid using “I.” Ask yourself, how can other units adapt what you've done.

- ★ State problems, recommended solutions and results. Include a “tip” for readers or a checklist to follow, if applicable.

- ★ Submit your articles using the following format:

- ★ Microsoft Word 6.0 or earlier version

- ★ Double-spaced

- ★ 12 point Times New Roman

- ★ Include the author's name, grade, organization, office symbol, DSN phone number and E-mail address. ♦

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